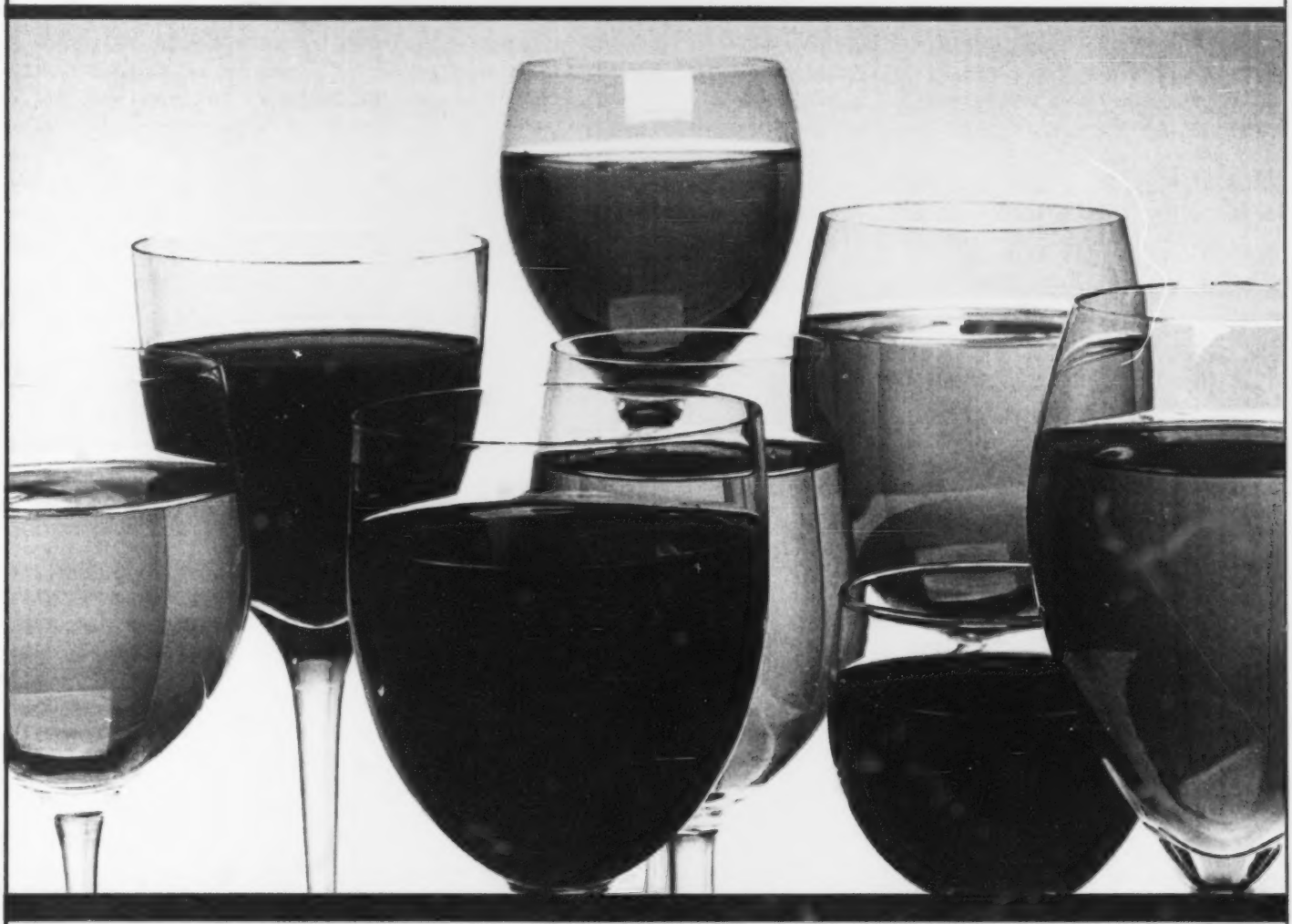
Prince Edward Island
CANADA

Liquor Control Commission

Annual Report 2009



We promote responsible use as a way of life.

Prince Edward Island
Liquor Control Commission
61st Annual Report

For the Year Ended
March 31, 2009

Corporate Vision

The Prince Edward Island Liquor Control Commission will be recognized as a truly superior retailer in Prince Edward Island. We will achieve this through quality products, modern technology and increased services. We will be the provincial leader in relationships with our partners, customers and suppliers. We will always strive for the best possible value for our customers, staff and other stakeholders.

Mission Statement

The PEI Liquor Control Commission regulates the sale of beveraged alcohol under the authority of the *Liquor Control Act*. It manages the distribution of alcohol by:

- operating in a socially responsible manner;
- achieving the revenue goals of the Provincial Government;
- providing suppliers with controlled access to the marketplace on a fair basis from modern, attractive venues;
- encouraging responsibility and moderation in the consumption of beveraged alcohol; and
- providing its employees with equality of opportunity and increased training programs that assist in the individual's personal development and in the commission's overall customer service strategy.

Corporate Values

- ***Moderation*** – We promote responsible use as a way of life.
- ***Quality Service*** – We take pride in the quality of our work. We strive for excellence in caring for our customers, suppliers and one another.
- ***Continuous Improvement*** – As a retailer, we welcome change. We are committed to continuous improvement to all our services.
- ***Integrity and Fairness*** – We take responsibility and are fully accountable for our actions, decisions and behaviour. We meet our commitments and obligations to co-workers, customers and business partners. We are open, honest and fair.
- ***Importance of People*** – We are committed to fostering a positive workplace that builds teamwork and mutual respect and encourages individual development.
- ***Focus on Results*** – We are committed to getting the job done and improving our productivity levels.

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Message From the Minister

The Honourable Barbara Hagerman
Lieutenant Governor of Prince Edward Island
PO Box 2000
Charlottetown, PE C1A 7N8

May It Please Your Honour:

Pursuant to the PEI *Liquor Control Act* and as Minister designate, it is my privilege to submit the 61st Annual Report of the Prince Edward Island Liquor Control Commission.

Respectfully submitted,

Allan V. Campbell

Allan V. Campbell
Minister of Innovation and Advanced Learning
Minister Responsible for the Liquor Control Commission

Message From the Chairman

The Honourable Allan V. Campbell
Minister of Innovation and Advanced Learning
Minister Responsible for the Liquor Control Commission
PO Box 2000
Charlottetown, PE C1A 7N8

Sir:

In compliance with Section 87(3) of the *PEI Liquor Control Act*, I have the honour to submit the 61st Annual Report of the Prince Edward Island Liquor Control Commission covering the fiscal year April 1, 2008, to March 31, 2009.

Respectfully submitted,

Gordon Coles
Chairman

Message From the CEO

Mr. Gordon Coles, Chairman
PEI Liquor Control Commission
PO Box 967
Charlottetown, PE C1A 7M4

Dear Mr. Coles:

This being my first annual report as Chief Executive Officer of the PEI Liquor Control Commission (PEILCC), I am extremely pleased to report that for the 12th consecutive year, the PEILCC has surpassed its financial goals. For the fiscal year ending March 31, 2009, the commission returned $35.4 million to the Government of Prince Edward Island.

Fiscal 2008-09 was a very successful year with sales increasing by more than $4.2 million to over $85 million making the PEILCC one of the top businesses in the province. The success of the PEILCC is directly attributable to the foresight, commitment and determination exhibited by everyone from the Board of Commissioners to our front-line employees.

I want to thank all employees for their contributions to the success of this past year. Thanks to Executive Management for the leadership exhibited in your respective areas, and lastly, my sincere appreciation to the Board for your continued support. I am extremely pleased that the PEILCC has surpassed its financial goals for the 12th consecutive year.

Together we have built a strong team that is laying the foundation for a continued success.

Yours truly,

Brooke MacMillan
Chief Executive Officer

Management's Report

Gordon Coles, Chairman
PEI Liquor Control Commission
PO Box 967
Charlottetown, PE C1A 7M4

Dear Mr. Coles:

The preparation of financial information is an integral part of management's responsibilities, and the accompanying financial statements are the responsibility of the management of the commission. This responsibility includes the selection of appropriate accounting policies and making judgements and estimates consistent with Canadian generally accepted accounting principles.

The commission maintains an accounting system and related controls to provide management and the commission with reasonable assurance that transactions are executed and recorded as authorized, that assets are properly safeguarded and accounted for, and that financial records are reliable for the preparation of financial statements in accordance with Canadian generally accepted accounting principles.

Financial information presented elsewhere in this annual report is consistent with that in the financial statements.

Brooke MacMillan
Chief Executive Officer

Wendy L. MacDonald, CA
Director of Finance and Retail Operations

Corporate Governance

Corporate governance describes the process and structure for overseeing the direction and management of a crown corporation so that it effectively fulfills its mandate. This involves both its public policy and commercial objectives. It defines who is responsible for what, and how to ensure accomplishment and accountability.

Liquor Control Commission Board

Back row from left James Dyment, Member; Gordon Coles, Chair; Joe Richard, Member; Ralph Billard, Member; Pam Campbell, Secretary; James Gormley, Legal Counsel; George Mansfield, Vice-Chair

Front: Brooke MacMillan, Chief Executive Officer

Mandate of Commission Board

The mandate of the board is to supervise the business affairs of the commission. Its most important responsibilities are:

- ensuring that the PEILCC provides high-quality service to the public
- developing and approving the strategic plan and monitoring management's success in meeting the strategic plan
- approving annual financial plans
- assessing and managing business risks
- ensuring that the PEILCC performs its regulatory role in a fair and impartial manner.

Accountable to Government and Public

The PEILCC is held accountable by the Government and people of PEI in a number of ways, including:

- the Annual Report, tabled in the Provincial Legislature and available for all Islanders to review, either in print or online at ***www.peilcc.ca***
- annual audits of the PEILCC's financial statements by the auditor
- public access to records under the *Freedom of Information and Protection of Privacy Act*
- publicly appointed commission members.

Appointment of Members of the Commission

The Lieutenant Governor in Council, through an order-in-council, appoints the members of the commission, establishes the honorariums and designates the chair and vice-chair.

Responsibilities of Commission Members

Each commission member has individual responsibilities for corporate governance, including:

- acting honestly and in good faith in making decisions with a view to the best interests of the PEILCC and all its stakeholders
- overseeing the management of the business affairs of the PEILCC
- avoiding conflicts of interest
- having adequate knowledge of the PEILCC's business, how it is organized and how it functions
- attending commission meetings and seeking professional advice where necessary
- providing guidance on policy development
- reviewing appeals of denials of listing applications.

Audit Committee

The Audit Committee is composed of three commission members elected annually by the commission. The committee ensures the reliability and accuracy of the PEILCC's financial statements, helps co-ordinate and improve internal control functions, and ensures the PEILCC adheres to sound corporate governance principles.

Members of the 2008-09 Audit Committee consisted of George Mansfield – Chair, James Dyment and Joe Richard.

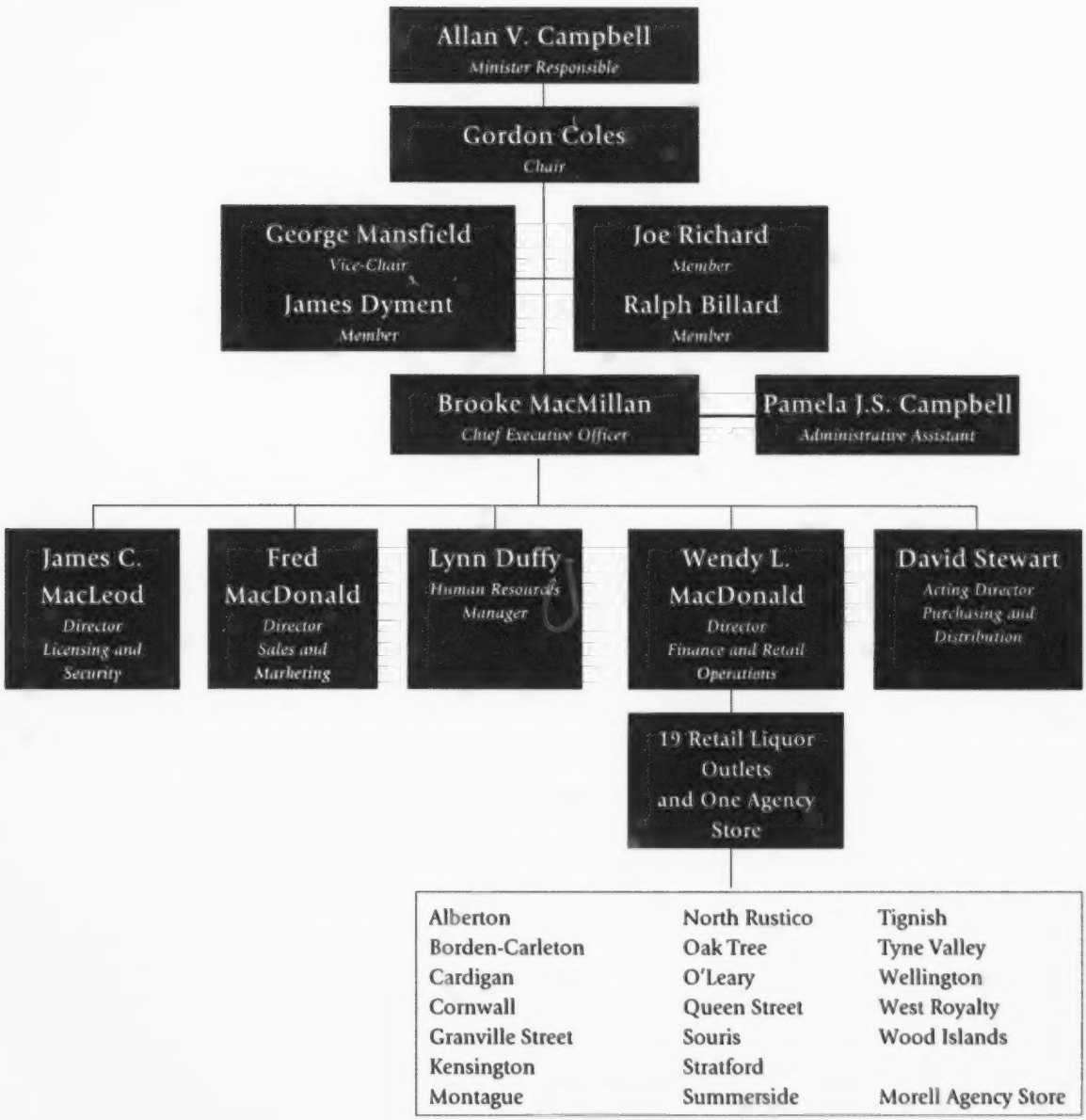
Strategic Planning Committee

The Strategic Planning Committee consists of at least three commission members with the chairman and the CEO as ex-officio members. The purpose of the committee is to review and evaluate the corporate plans and to make any recommendations to the board in relation to those plans that the committee considers appropriate.

Members of the 2008-09 Strategic Planning Committee consisted of the committee chair Joe Richard, Ex-officio members Brooke MacMillan and Gordon Coles, and members James Dyment, Ralph Billard and George Mansfield.

Management Team of the PEI Liquor Control Commission
From left: James C. MacLeod, Director of Licensing and Security;
Fred J. MacDonald, Director of Sales and Marketing;
Wendy L. MacDonald, CA, Director of Finance and Retail Operations;
David L. Stewart, Acting Director of Purchasing and Distribution;
Lynn Duffy, Human Resources Manager;
Brooke MacMillan, Chief Executive Officer

Organizational Chart



Executive Summary

The Prince Edward Island Liquor Control Commission (PEILCC) is a crown corporation responsible for the administration of the *Liquor Control Act* and Regulations, along with the purchase, control and sale of all beveraged alcohol in the province.

A five-member Board of Commissioners is responsible for the commission's activities. The chairperson reports to the Minister of Innovation and Advanced Learning who is also the Minister Responsible for the *Liquor Control Act*.

The mandate under the *Liquor Control Act* has two primary components: regulatory and commercial.

The regulatory function responsibilities include licensing and inspecting all licensed premises and special permit events, investigating and reporting on all licensee or special permit complaints and determining whether there were infractions of the *Liquor Control Act* and making recommendations to government on amendments to legislation.

On the commercial side, the commission is a major force in the provincial economy with sales in excess of $85 million making it one of the largest retail organizations in Prince Edward Island.

In terms of monetary transfers to the Provincial Treasury, this year's was the largest transfer ever with more than $35.4 million forwarded to the Province.

The commission presently operates 19 retail outlets which are all now self-serve in design. In addition, the commission operates a central warehouse and Licensee Distribution Centre located in Charlottetown. The commission has contracted with private interests for the operation of an Agency Store in Morell, PEI.

The commission has a strategic plan which guides the commission in successfully meeting its performance and accountability goals.

In our strategic plan, the commission has focussed on five key areas for measuring our performance:

1. Financial Performance,
2. Customer Service,
3. Business Effectiveness,
4. Public Safety and Social Responsibility, and
5. Workplace Quality and Employee Excellence.

These areas serve as a blueprint for incorporating our Mission Statement into day-to-day activities. While our financial success was our "best ever," we were also successful in meeting most of the strategic goals established for the other four pillars of our strategic plan. These will be explained in more detail further in this report.

Sommaire

La Régie des alcools de l'Île-du-Prince-Édouard (RAÎPÉ) est une société de la Couronne responsable de l'administration de la *Liquor Control Act* (loi sur le contrôle des alcools) et de ses règlements, ainsi que de l'achat, du contrôle et de la vente de toutes les boissons alcoolisées dans la province.

Un conseil de cinq commissaires est responsable des activités de la Régie. La présidence fait rapport au ministre de l'Innovation est des Études supérieures qui est également ministre responsable de la *Liquor Control Act*.

Le mandat relevant de la *Liquor Control Act* a deux composantes principales, une de réglementation et l'autre commerciale.

Les responsabilités réglementaires comprennent l'octroi des licences et l'inspection de tous les débits de boisson et des événements nécessitant des permis spéciaux, l'enquête et les rapports de plaintes provenant des détenteurs de licences ou de permis spéciaux, la prise de décisions concernant les infractions à la *Liquor Control Act* et les recommandations au gouvernement au sujet de modifications à la loi.

Du côté commercial, la Régie est un levier important de l'économie de la province avec des ventes dépassant les 85 millions de dollars, ce qui en fait un des plus importants organismes de vente au détail de l'Île-du-Prince-Édouard.

En termes de transferts monétaires au Trésor provincial, l'Île a connu cette année le plus important transfert de son histoire, soit plus de 35,4 millions de dollars.

À l'heure actuelle, la Régie opère 19 points de vente au détail qui ont tous une conception de libre service. De plus, la Régie opère un entrepôt central et un centre de distribution de licences situé à Charlottetown. La Régie a passé un contrat avec le secteur privé pour les activités d'un magasin de franchise à Morell, Î.-P.-É.

La Régie utilise un plan stratégique pour atteindre ses objectifs de performance et d'imputabilité.

Dans son plan stratégique, la Régie concentre ses efforts sur cinq domaines principaux afin de mesurer sa performance :

1. la performance financière
2. le service à la clientèle
3. l'efficacité des opérations
4. la sécurité publique et la responsabilité sociale
5. la qualité du milieu de travail et l'excellence des employés

Ces domaines servent de plan directeur à l'intégration de notre mission dans nos activités quotidiennes. Même si notre succès financier a été notre « meilleur de tous les temps », nous avons également réussi à atteindre les objectifs stratégiques fixés pour les quatre autres piliers de notre plan stratégique. Ces derniers seront expliqués en détail plus loin dans ce rapport.

Operational Review

2008-2009 Year in Review

The Prince Edward Island Liquor Control Commission's Strategic Plan continued to guide activities through fiscal 2008-2009. Progress on strategic objectives is supported by annual business plans that set priorities for actions to meet objectives and timelines for their completion. The following is an overview of our performance throughout the year in each of the five strategic objectives.

☐ Goal 1 *Financial Performance*

Goal

To maximize net income within the policy guidelines established by the provincial government.

Objectives

1. Achieve or exceed planned monetary transfer to the Provincial Government.
2. Achieve or exceed net income targets.
3. Increase traffic through liquor stores.

	Actual 2007-2008	Budget 2008-2009	Actual 2008-2009	% of 2008-2009 Budget	Budget 2009-2010
Customers Served	2,644,183	2,683,846	2,738,151	102.0%	2,772,378
Total Sales	$80,964,604	$81,491,324	$85,197,924	104.5%	$86,442,511
Gross Profit	$23,848,016	$24,219,897	$24,982,378	103.1%	$25,655,982
Operating Expenses	$12,061,196	$12,978,188	$12,755,912	98.3%	$13,916,887
Net Income	$13,596,900	$12,487,467	$13,923,410	111.5%	$12,860,245
Monetary Transfers	$33,930,474	$33,015,898	$35,486,654	107.5%	$34,722,759
Total Expenditures Percentage of Sales	14.9%	15.9%	15.0%		16.1%

Volumes by Litre					
	Actual 2007-2008	Budget 2008-2009	Actual 2008-2009	% of 2008-2009 Budget	Budget 2009-2010
Beer	8,854,797	8,980,602	8,939,374	99.5%	9,031,963
Draught	592,504	546,066	580,187	106.2%	572,030
Spirits	812,093	823,243	825,805	100.3%	839,635
Wine (including BYO)	1,101,302	1,116,049	1,153,017	103.3%	1,207,693
Coolers	455,181	461,630	400,930	86.9%	377,133
Total Volume	11,815,877	11,927,590	11,899,313	99.8%	12,028,454

Performance Highlights

The PEI Liquor Control Commission delivered both an increased net profit and an increased transfer to the provincial government in fiscal 2008-2009.

For the fiscal year ended March 31, 2009, gross sales were $85,197,924 which is an increase of $4,233,320 over the previous year. This increase is as a result of customers shifting from an economy brand to more premium products.

Net profit for the year, plus health and sales taxes, totaled $35,486,654. This is an increase over the 2007-2008 contribution to the province by $1,556,180; the yearly transfer represents our best year ever in terms of contributions to the Provincial Treasury.

The commission's business is international in scope with approximately $34.7 million spent on the purchase of beveraged alcohol. Gross margins have decreased by 0.5% due to the increase in fuel and transportation costs.

In 2008-2009, the commission served 2,738,151 customers, an increase of 93,968. This increase is mainly a result of Sunday openings at selected commission stores from Victoria Day weekend to the Sunday before Christmas.

The commission experienced growth of between one per cent and two per cent in the spirit and packaged beer categories, while the draught and cooler categories experienced a decline. This volume decrease is attributable to a major concert being held in the prior fiscal year driving draught and cooler sales, without a similar concert in the current fiscal year. The wine category continues to enjoy strong growth in comparison to the other categories. The exceptional wine category continues to show significant growth, 4.7 per cent for the current year, as customers expand their knowledge and taste for wines.

Figure A - Sources of Revenue

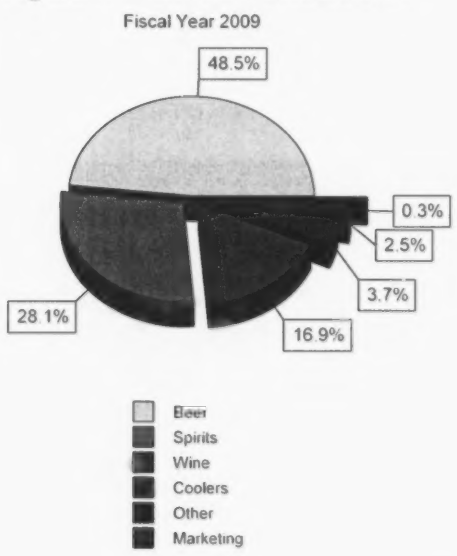
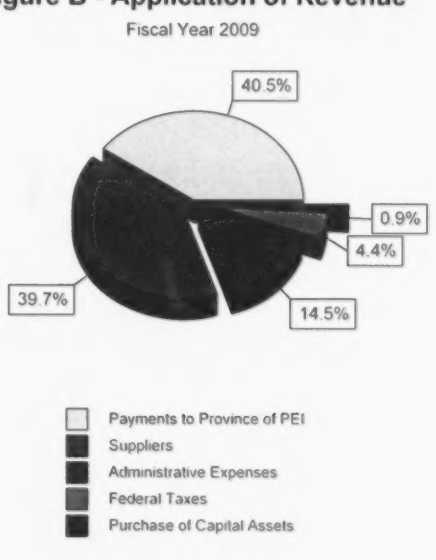


Figure B - Application of Revenue



☐ Goal 2 *Customer Service*

Goal

To understand the needs of our customers so that we can provide quality products and services that are delivered by knowledgeable, courteous employees in attractive and accessible facilities.

Objectives

1. Enhance the shopping experience for PEILCC wholesale and retail customers.
2. Provide store upgrades.
3. Provide enhanced customer services.
4. Improve product portfolio.

	Actual 2007-2008	Target 2008-2009	Actual 2008-2009	% of 2008-2009 Target	Target 2009-2010
Store Upgrades	0	1	0	0.0%	1
Product Listings	1,257	1,275	1,335	104.7%	1,375
Wine Festival Sales	$247,857	$250,000	$316,551	126.6%	$325,000

Performance Highlights

In May, the commission re-introduced canned beer after an absence of almost 30 years. This enabled the PEILCC to offer customers premium imported beers from around the globe, the vast majority of which are produced only in the canned format. The imported beer area is one of the fastest growing sectors in the beer category. In previous years, the commission's imported beer category was very limited with only a few imported beers in the glass format. In the future, this should be a large growth area and a very profitable one for the commission.

To ensure that the right products are in the right place at the right price, the commission continues with category analysis of each and every store in the province. This undertaking has identified brands that are successful as well as brands that are no longer appealing in the Prince Edward Island market.

During the year ended March 31, 2009, 69 products were unsuccessful in achieving their sales quotas and thus they were delisted; the total number of products listed reached a new high of 1,335, one of the highest listings per capita in Canada. In addition to the General List, a number of products in small case lots were made available at the Vines at Oak Tree which offered even more choice for wine consumers who continue to pursue wines from all over the world.

The shelf space made available through the category and shelf management analysis will enable the commission to take in products that will appeal to Islanders and tourists and, of course, help in the PEILCC's goal of another record transfer. In time, all stores will have undergone the category review.

The PEILCC continues to provide its customers with many opportunities to become more knowledgeable about the different products within its portfolio. The *Occasions* magazine is one of the commission's continued endeavours to meet our customers' needs. This quarterly publication contains a wealth of information on product knowledge, food and drinks featuring recipes and new products as well as articles on local areas of interest.

During the year, the commission partnered with two other festivals to help grow its business. The first annual Summerside Wine and Arts Festival in July and the Fall Flavours Festival in October, which featured food and Island wine and spirit products, were both very successful. The PEILCC views these two festivals as an opportunity to help grow not just the wine category but spirits and beer as well.

Interest in the commission's wine festival has grown significantly in recent years which is a reflection of the interest Islanders and visitors have shown in the wine category in general. Sales for the 14th annual wine festival exceeded $316,500. The wine festival is an ideal opportunity to discover new wines from the great wine producing countries of the world and to actually talk to the makers of some of these products in person. The wines presented at the festival offer more choice for customers and licensees, which in turn enhances the dining experience at many of the Islands's fine eating establishments.

The Commission continues to seek areas to enhance customer services in order to provide the best customer service possible. In mid-December 2008, the Commission launched Gift Cards in all retail stores. These gift cards are eye appealing, loadable in any denominations and make a great gift for any occasion.

☐ Goal 3 *Business Effectiveness*

Goal

To improve operating efficiencies and manage business practices in a climate of continuous change.

Objectives

1. Operate the business in the most effective and efficient manner possible.
2. Maximize the efficiency of the PEILCC liquor distribution operation.

	Actual 2007-2008	Target 2008-2009	Actual 2008-2009	Target 2009-2010
Distribution Centre Stock-out	5.6%	5.0%	6.5%	6.0%
Store Inventory Turns/Days	27.1	28.0	29.0	31.0
Warehouse Inventory Turns/Day	38.9	37.0	61.7	60.0
Store Sales per Square Foot	$ 658.37	$ 662.65	$ 692.79	$ 702.91

Performance Highlights

At the beginning of the fiscal year, the commission set inventory turnover goals as part of its strategic plan. These turnover ratios, based on the year, These turnover ratios, based on the year ended March 31, 2008, allow the commission to measure its inventory efficiencies.

During the year the commission experienced an increase for days-in-inventory at both the store and warehouse level. At the store level, days-in-inventory was 29.0, an increase of 1.9 days; and at the warehouse level, days-in-inventory was 61.7, an increase of 22.4 days. The increased number of days in inventory at the warehouse is a direct result of Molson products being shipped from the Moncton Brewery directly to commission stores.

The PEILCC increased the number of days in inventory to ensure customer service levels were maintained. To avoid stock-outs at the store level, more stock was inventoried in the stores and in the warehouse resulting in fewer inventory turns during the year.

In order to better serve customers, warehouse stock-out reports continue to be utilized. These reports allow better monitoring of inventory to ensure the goods are available to be shipped from the warehouse to the store, thus minimizing the number of stock-outs and increasing customer satisfaction.

Increased customer satisfaction and efficiencies can also be measured by sales per square foot. Over the past number of years, commission sales per square foot have been showing an upward trend, indicating fewer stock outs and more products being brought to market thus increasing overall customer satisfaction.

☐ Goal 4 *Public Safety and Social Responsibility*

Goal

In partnership with community groups and suppliers, we will strive to raise public and staff awareness of the responsible use of beverage alcohol.

Objectives

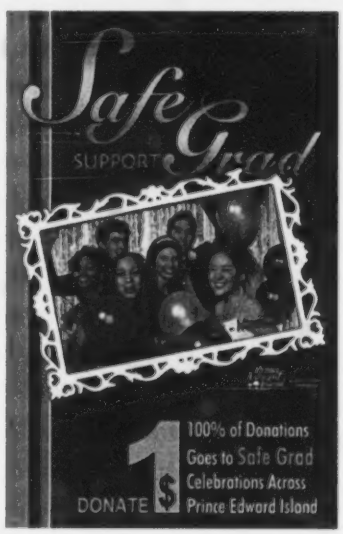
1. Eliminate sales to minors and intoxicated people.
2. Continue to increase the awareness and promote public awareness of issues surrounding responsible use of beverage alcohol.
3. Increase, through partnerships, the effects of the responsible use of alcohol.

	Actual 2007-2008	Target 2008-2009	Actual 2008-2009	Percentage of 2008- 2009 Target	Target 2009-2010
ID Checks	60,356	57,700	69,432	120.3%	N/A
Inspections	5,941	5,300	5,086	96.0%	N/A
Percentage of licensees in compliance with legislation, regulations and policies. *	N/A	N/A	N/A	N/A	95%
Percentage of licence and permit applications completed within established time frames. *	N/A	N/A	N/A	N/A	98%
Shrinkage (% of sales) *	N/A	N/A	N/A	N/A	0.04

* new targets

Performance Highlights

The PEI Liquor Control Commission continues to promote the responsible use of alcohol through various awareness programs. In fiscal 2008-2009, initiatives included: Support Safe Grad Campaign, ID Training for liquor store staff, Check 25 ID Program, HOST booklet and various responsible use messages. During peak times such as graduation, Christmas and New Years, responsible use messages were distributed through local media and *Occasions* magazine.



The commission participates on a number of committees such as Provincial Impaired Driving Committee, Provincial Youth Substance Abuse and Addictions Committee and the Canadian Liquor Jurisdictions Social Responsibility Committee. Along with the above noted committees, the PEILCC also continued with its participation in a review of the Door Staff National Occupational Standards being conducted by the Canadian Tourism Human Resource Council.

The commission strives to provide products that are socially responsible and incorporates responsible messaging into the product promotion. This includes the annual SADD Paper Bag initiative.

The PEILCC actively supports various groups through coin box collections in the retail outlets. Groups such as Canadian Red Cross, Isaac Walton Killam Hospital, PEI Lung Association, PEI Humane Society, CAT (Cat Action Team), PEI Muscular Dystrophy Association, Student Life Education Company, Mothers Against Drunk Driving, CNIB - Canadian National Institute for the Blind, MS Society and Canadian Liver Foundation all received benefits from this activity.

During the fiscal year, the commission continued its commitment to social responsibility in the areas of alcohol service and community support.

The PEILCC partnered with a number of outside agencies in shared activities including:

- Participated as an active member of the CALJ (Canadian Association of Liquor Jurisdictions) Social Responsibility Committee on implementation of a national *Moderation is always in good taste* campaign. The commission also joined the multi-jurisdictional # TAXI initiative.
- Assisted in sending PEI SADD (Students Against Drinking and Driving) representatives to the national CYAID (Canadian Youth Against Impaired Driving) conference.
- Continued, in affiliation with the Canadian Culinary Institute, to provide the mandatory server program *It's Our Business* which is an awareness program for staff of licensed premises.
- PEI Suicide Prevention Committee and its *Stick to Life* public awareness campaign
- Raised monies for Isaac Walton Killam Hospital, United Way Campaign, Queen Elizabeth Hospital, Parkinson Society, ALS Society of PEI (Lou Gehrig's Disease), CURE Foundation, Canadian Diabetes Association and Easter Seals Campaign through weekly staff dress-down days raising a total of $7,780.
- Generated more than $5,000 towards the Island Hospice through the Wine Festival Auction.

Optimal compliance to the *Liquor Control Act,* Regulations and Policies is a primary objective of the commission. Store staff check and verify the age of customers and refuse minors or intoxicated persons. In 2008-2009 the store staff checked 69,432 people suspected of being underage, intoxicated or with no ID and turned away 3,344.

Inspection staff performed 5,086 compliance inspections which was 214 less than the target for the fiscal year. The decrease in compliance inspections was a result of the following:

- Inspectors attending licensee meetings and ID Training Sessions resulting in 10 days less of compliance inspections performed.
- Significant time expended on various licensee investigations as well as non-licensee issues such as illegal sale of low percentage alcohol.

In fiscal year 2008-09, the commission implemented an annual CEO's Award of Merit for Loss Prevention. After evaluating all stores in relation to established criteria, the inaugural winner was the staff of the Waterfront Mall Liquor Store.

Waterfront Mall Liquor Store staff receive the CEO's Award of Merit for Loss Prevention

☐ Goal 5 *Workplace Quality and Employee Excellence*

Goal

Build a customer-focused, high-performance work environment that results in greater employee involvement, development, innovation and creativity.

Objectives

1. Enhance staff skills through employee training programs.
2. Continue to develop a customer-focused workplace.
3. Provide a safe, healthy and harassment-free workplace.

	Actual 2007-2008	Target 2008-2009	Actual 2008-2009	% of 2008-2009 Target	Target 2009-2010
Product Knowledge	132	140	95	67.9%	75
Workplace Quality Training	74	100	115	115.0%	120
Staff Development	148	100	104	104.0%	40

Performance Highlights

Training is offered to commission employees on an ongoing basis. The Product Knowledge Course, offered in conjunction with the Liquor Control Board Ontario (LCBO), continues to be available to all staff. Requests to participate in this course increase with each passing year, especially the higher levels (II and III) of the course, as staff strive to expand their product knowledge.

The commission is very aware of the need for continuous staff development and therefore offers seminars relating to specific product knowledge throughout the year. During the fiscal year 2008-2009, industry experts from across the country visited the Island and staged seminars in conjunction with the Culinary Institute of Canada.

With efforts to touch upon all categories within the beveraged alcohol industry, the commission brought in experts in the spirits and wine categories to help upgrade store staff on products and usage.

In fiscal 2008-09, the Island's first Vodka Distillery opened in Hermanville, PEI. The Prince Edward Distillery offers Premium Potato Vodka in the 750 mL size and Blueberry Vodka in the 375 mL format with both products being well received by locals and visitors.

Commission staff had the opportunity to tour the Prince Edward Distillery and to understand the products produced at this modern, compact distillery. Tours were also made to The Myriad View Artisan Distillery in Rollo Bay which opened the previous year. This too is a modern, compact distillery which has drawn visitors from throughout the region interested in Island products like Strait Shine, Strait Lightning, Strait Vodka and Strait Gin.

Again in fiscal 2008-2009, commission staff were treated to another invaluable learning opportunity as they visited the Rossignol Winery located in Little Sands. The experience began with a working, walking tour of the vineyards learning about the various grape varieties which can be grown successfully in this region of the country. Aside from the grape varieties, Rossignol Winery is recognized for its excellent fruit wines, a niche market this winery has been able to gain a strong following in with Islanders and tourists alike.

Commission staff experienced each stage of the wine-making process from the collecting of the grapes and fruit, through to the end product of labeling, packaging and distribution to the commission store system.

In addition to the seminars and tours of facilities in the province, the PEILCC has partnered with E & J Gallo Winery Ltd. This partnership has allowed commission staff to expand their knowledge beyond the LCBO Product Knowledge Levels I, II and III. A number of store employees have taken advantage of this more advanced Internet-based course offered by the wine giant E & J Gallo Winery Ltd.

These opportunities and seminars are valuable tools in educating and informing staff about trending products, regions and sectors in a constantly evolving retail environment.

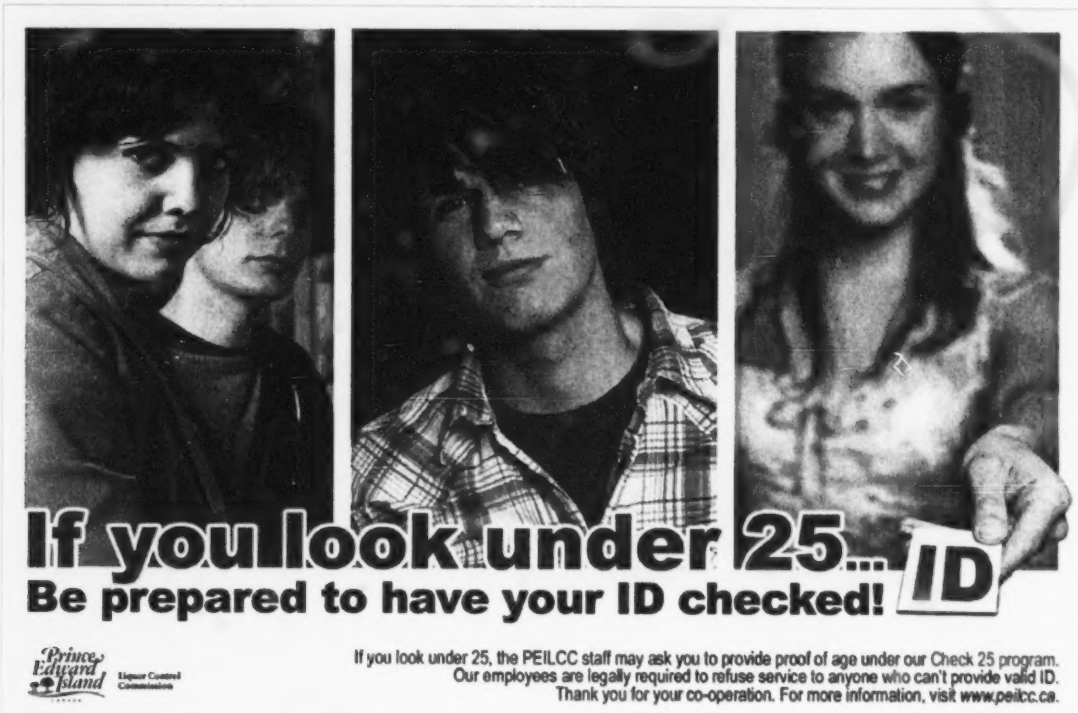
The PEILCC is very conscious of the need for safety awareness in the workplace, not only for employees but also for customers. It is for that reason that First Aid and CPR training is made available to all staff on an annual basis. In the future, more emphasis will be placed in this area in regard to seasonal employees who are hired during the peak summer season and experience a high concentration of customer traffic.

A Counterfeit Prevention Seminar was attended by a cross-section of retail staff. This presentation provided the opportunity for staff to increase their skills in the recognition of counterfeit currency. The Licensing and Security Department also provided its staff with a training seminar relating to the *Safer Bars* Program.

Ceridian Canada Ltd. was a popular resource again this year in the provision of training relating to professional development of Liquor Commission employees. The *Aspiring Managers* program, which was first offered last year, continued to be a favourite among staff again this year. Forty per cent of the total development opportunities in this area were provided by Ceridian. Other professional development initiatives were provided by UPEI as well as

local computer training centres. Those employees who are interested in advancing to management roles have been actively involved in business management training during recent years. The province's Development and Training Fund continues to provide assistance to employees as they pursue advanced training opportunities.

In the fall of 2008, a large segment of Liquor Commission staff, including both retail and warehouse, were encouraged to attend an intensive training program relating to the updated Oracle Financial System. This training involved store managers as well as senior clerks and shift supervisors and was provided to staff in an effort to develop their level of competence in the operation of the new system.


If you look under 25... ID
Be prepared to have your ID checked!
Prince Edward Island
Liquor Control Commission
If you look under 25, the PEILCC staff may ask you to provide proof of age under our Check 25 program.
Our employees are legally required to refuse service to anyone who can't provide valid ID.
Thank you for your co-operation. For more information, visit www.peilcc.ca.

Opportunities and Challenges Ahead

Looking ahead, the commission has identified a number of opportunities and challenges.

Over the past several years, the commission has strived to meet the expectations of an increasingly diverse and discerning customer base. New stores and renovations incorporating customer-friendly designs have resulted in improvements in how we market our products. As we change to meet consumer needs, we are also setting standards for facilities and services which will require investment over time. We will also need to invest both human and financial resources to fulfill our 2009-2012 strategic plan.

Meeting future needs requires a capital plan involving investment in technology and retail stores. To provide the necessary funds for these investments, the commission has increased its monetary transfer goal by $2 million over last fiscal year to $35 million for the 2009-2010 fiscal year.

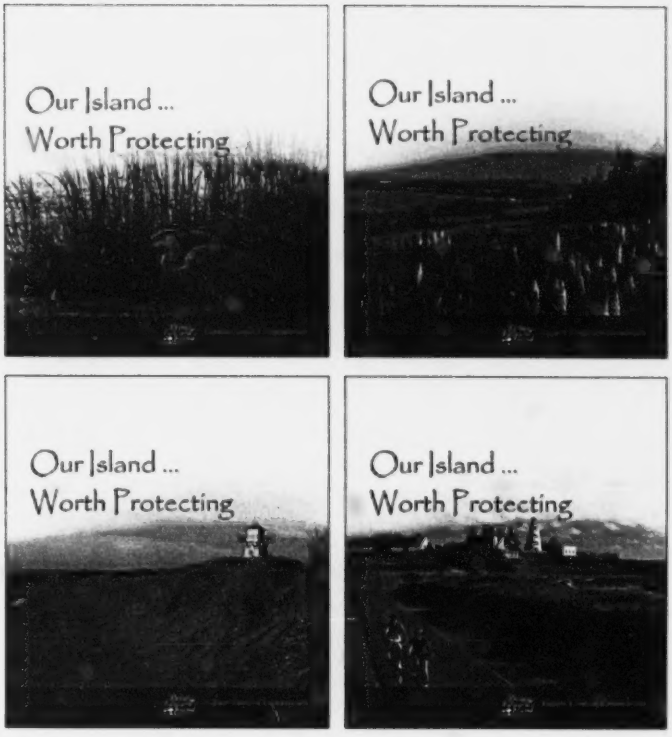
In conjunction with the capital plan, the commission will be undertaking three major capital projects during the fiscal year 2009-2010. The first of these projects being the relocation of the liquor store in Stratford from the Bunbury Mall to the Kinlock Plaza. This store will be adjacent to Sobey's and will offer a larger beer cooler, increased floor space and product selection, providing a more consumer friendly shopping experience.

The next capital project will be the relocation of the Licensee Distribution Centre from Garfield Street to the West Royalty Liquor Store. This move will allow the commission to expand its warehouse in order to meet consumer demand for increased product selection.

The final capital project being undertaken by the commission in fiscal 2009-2010 is renovations to the commission's 36 year-old head office complex. The number of head office staff has expanded since the building opened in 1973, thus additional office space is required to adequately house the current staffing complement and any future expansions which are essential to our future growth in sales.

During this fiscal year the commission initiated the *Good Earth, Great Spirit* campaign designed to encourage and assist the economic development of beverage alcohol producers in our province: our wineries, distilleries, apiary and craft beer industry. The commission has begun to work more directly with the companies involved to accelerate their growth in the coming years.

As an environmentally responsible corporate citizen, the commission will be moving to completely remove plastic bags from our retail outlets and replace them with re-usable bags. The series of four uniquely designed collector bags are scheduled to be in all retail outlets by mid July 2009.



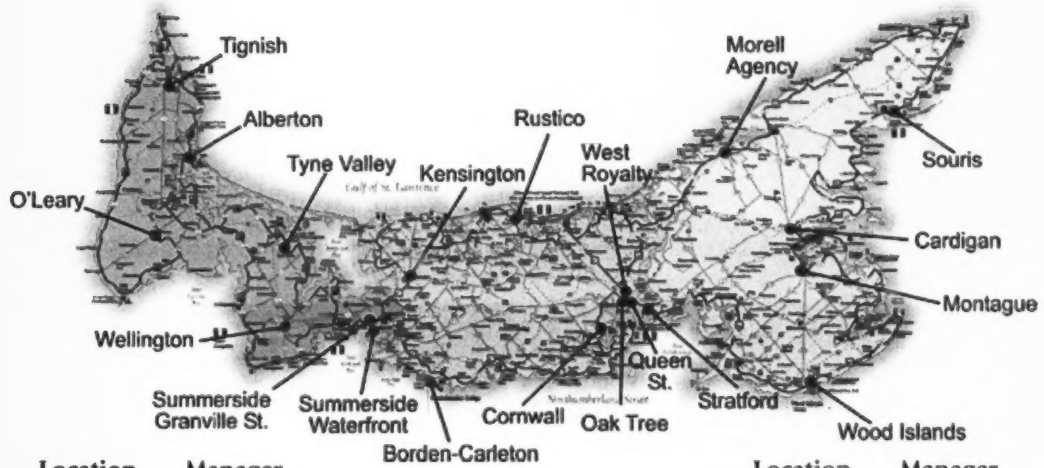
A key challenge exists in the area of human resources. As employees retire and retail facilities and technology create new needs, we are challenged to constantly examine how we deploy human resources. We must also ensure that we have the resources to provide ongoing training and support for new staff and existing staff.

The PEILCC is creating a more disciplined category management approach (working in co-ordination with our supply chain) which will allow us to develop a more efficient system of getting the beer, wine and spirits from our network of suppliers around the world to our central warehouse in Charlottetown. To aid in this process the commission will be creating two new category manager positions. The category managers are responsible for aiding in the management of the commission's portfolio and will provide leadership in creating, coordinating and executing the strategies and tactics for product development and achieving an optimum balanced product mix.

The commission's commitment to social responsibility presents ongoing opportunities to get the message of responsible drinking and public safety out to a wide range of audiences.

Underlying all of these challenges and opportunities is the vision of excellence in management. By being prepared to capitalize on new opportunities in the marketplace and continuing to integrate and streamline operations, the PEILCC is confident that it is building an organization which is internally more efficient and publicly more accountable.

Prince Edward Island Liquor Control Commission
Retail Liquor Outlets



Location	Manager
Alberton	Eric Quigley
Borden-Carleton	Susan Harvey
Cardigan	Anita O'Connor
Cornwall	William MacMillan
Kensington	Terry Lynn MacKenzie
Montague	Anita O'Connor
Morell Agency	Mary Jane Webster
North Rustico	Terry Lynn MacKenzie
Oak Tree	Ernest Fitzpatrick
O'Leary	Karen MacDonald

Location	Manager
Queen Street	Linda Somers
Souris	Paul Deveau
Stratford	Cindy Judson
Summerside Granville Street	Ronald Yeo
Summerside Waterfront	Barb Simpson
Tignish	Sandra Hawley
Tyne Valley	Clarence Richard
Wellington	Clarence Richard
West Royalty	Alan Crane
Wood Islands	Anita O'Connor

Statistics

Retail Sales by Stores 2008/2009

Retail Store	Year Ended March 31, 2009	Year Ended March 31, 2008	Increase (Decrease)
Alberton	$ 1,459,000	$ 1,436,953	$ 22,047
Borden/Carleton	1,570,157	1,511,846	58,311
Cardigan	1,988,451	1,970,775	17,676
Charlottetown – Oak Tree Place	14,238,626	13,378,229	860,397
Charlottetown – Queen Street	3,158,495	2,883,010	275,485
Cornwall	4,612,576	4,122,765	489,811
Kensington	3,194,042	3,040,924	153,118
Licensee Distribution Centre	6,469,464	6,535,104	(65,640)
Montague	4,410,169	4,186,263	223,906
North Rustico	3,181,471	3,062,062	119,409
O'Leary	1,692,943	1,639,579	53,364
Souris	2,674,258	2,531,293	142,965
Summerside – Granville Street	7,334,355	6,753,655	580,700
Summerside – Waterfront	4,859,572	4,822,280	37,292
Stratford	7,199,053	6,700,652	498,401
Tignish	2,268,001	2,206,543	61,458
Tyne Valley	1,001,838	982,778	19,060
Wellington	1,151,897	1,159,048	(7,151)
West Royalty (formerly Charlottetown Mall)	11,539,535	10,979,452	560,083
Wood Islands	540,861	543,123	(2,262)
Warehouse	653,160	518,270	134,890
Total	$ 85,197,924	$ 80,964,604	$ 4,233,320

Summary of Profit and Expense Ratios
Three-year Comparison

(in 000s)

	2009	2008	2007
Sales	$ 85,198	$ 80,964	$ 76,233
Gross Profit	$ 24,982	$ 23,848	$ 22,498
Net Profit	$ 13,923	$ 13,597	$ 13,017
General and Administrative Expenses	$ 12,756	$ 12,061	$ 11,421
Gross Profit as Percentage of Sales	29.3%	29.5%	29.5%
Net Profit as Percentage of Sales	16.3%	16.8%	17.1%
General and Administrative Expenses as a Percentage of Sales	15.0%	14.9%	15.0%

Table A – Spirit Sales Volumes (litres) by Product Type

Year	2009	2008	2007
Rum	276,865	281,557	290,142
Vodka	206,509	197,394	184,140
Whiskey	162,610	160,017	159,251
Liqueurs	65,211	64,105	55,375
Premix	54,843	52,148	52,330
Scotch	23,484	21,372	20,918
Gin	18,064	17,429	16,547
Brandy	4,905	5,066	5,288
Tequila	4,388	4,415	4,022
Bourbon	3,479	3,546	3,341
Miscellaneous	5,447	5,044	1,621
Total	825,805	812,093	792,975

Table B – Wine Sales Volumes (litres) by Product Type

Year	2009	2008	2007
White	569,955	550,579	511,001
Red	477,050	445,764	380,684
Fruit	43,479	41,335	42,122
Sherry	15,790	16,544	17,310
Rose	18,293	19,972	17,484
Dessert	10,500	9,898	10,098
Port	4,511	4,693	4,340
Vermouth	2,511	2,754	2,917
Miscellaneous	10,928	9,763	5,716
Total	1,153,017	1,101,302	991,672

Table C – Beer Sales Volumes (litres) by Product Type

Year	2009	2008	2007
Packaged	8,939,374	8,854,797	8,663,497
Draught	580,187	592,504	510,736
Total	9,519,561	9,447,301	9,174,233

Table D – Cooler Sales Volumes (litres) by Product Type

Year	2009	2008	2007
Spirit Coolers	381,609	429,801	412,796
Wine Coolers	19,321	25,380	30,813
Total	400,930	455,181	443,609

Table E – 2009 Public vs Licensee Sales by Category

	2009			2008		
	Public	Licensee	Total	Public	Licensee	Total
Beer	$34,171,017	$8,011,826	$42,182,843	$31,310,435	$7,992,157	$39,302,592
Spirits	22,383,840	2,463,705	24,847,545	21,634,993	2,398,702	24,033,695
Wine	12,738,529	2,205,575	14,944,104	11,876,728	2,140,326	14,017,054
Coolers	2,612,001	593,715	3,205,716	2,927,488	657,592	3,585,080
Total	$71,905,387	$13,274,821	$85,180,208	$67,749,644	$13,188,777	$80,938,421

Table F – 2009 Public vs Licensee Sales Volumes (litres) by Category

	2009			2008		
	Public	Licensee	Total	Public	Licensee	Total
Beer	7,456,400	2,063,160	9,519,560	7,302,481	2,144,820	9,447,301
Spirits	732,614	93,191	825,805	718,641	93,452	812,093
Wine	958,575	194,442	1,153,017	907,898	193,404	1,101,302
Coolers	322,246	78,685	400,931	366,274	88,907	455,181
Total	9,469,835	2,429,478	11,899,313	9,295,294	2,520,583	11,815,877

Total Licences and Special Permits
March 31, 2008 and March 31, 2009

Licence Type	Year Ended March 31, 2009	Year Ended March 31, 2008
Dining Room	188	189
Lounge	90	88
Club	61	63
Military Canteen	22	22
Special Premise	66	57
Caterer	24	21
Agency Store	1	1
Winery	2	1
Micro-Brewery	1	1
Tourist Home	5	5
Distillery	2	1
Brew Pub	1	0
Total Licences in Effect	**463**	**449**

In fiscal year 2008-2009, the Licensing and Security Department issued 59 new licences and 45 licences were either not renewed or surrendered.

Special Permits Issued	Year Ended March 31, 2009	Year Ended March 31, 2008
Class I	100	93
Class II	260	247
Total	**360**	**340**

A Class I permit entitles host to give beverages to guests.
A Class II permit entitles host to sell beverages to guests.

Appendix

Auditor's Report and Audited Financial Statements

PRINCE EDWARD ISLAND

LIQUOR CONTROL COMMISSION

FINANCIAL STATEMENTS

MARCH 31, 2009

AUDITOR GENERAL

CHARLOTTETOWN
PRINCE EDWARD ISLAND

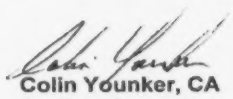
AUDITOR'S REPORT

To the Commissioners of the
Prince Edward Island Liquor Control Commission

I have audited the balance sheet of the Prince Edward Island Liquor Control Commission as at March 31, 2009 and the statements of income and cash flows for the year then ended. These financial statements are the responsibility of the Commission's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Commission as at March 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.



Colin Younker, CA
Auditor General

Charlottetown, Prince Edward Island
May 21, 2009

STATEMENT 1

PRINCE EDWARD ISLAND LIQUOR CONTROL COMMISSION

BALANCE SHEET

AS AT MARCH 31, 2009

	2009	2008
ASSETS		
CURRENT ASSETS		
Cash	$ 2,265,742	$ 2,183,830
Accounts receivable - General	529,392	370,993
- Province of PEI	68,857	64,606
Inventory	3,982,624	4,020,780
Prepaid expenses	111,647	89,171
	6,958,262	6,729,380
Capital assets - Note 2	4,642,895	4,612,890
	$11,601,157	$11,342,270
LIABILITIES		
CURRENT LIABILITIES		
Accounts payable and accruals - General	$ 1,864,214	$ 1,787,038
- Province of PEI	117,581	71,133
Debentures payable - current portion - Note 4	1,309,924	1,006,288
Due to the Province of PEI - net income	5,048,199	4,151,480
	8,339,918	7,015,939
LONG TERM LIABILITIES		
Debentures payable - Note 4	3,261,239	4,326,331
	$11,601,157	$11,342,270

(The accompanying notes are an integral part of these financial statements.)

SIGNED ON BEHALF OF THE COMMISSION:

COMMISSIONER: _____

COMMISSIONER: _____

STATEMENT 2

PRINCE EDWARD ISLAND LIQUOR CONTROL COMMISSION

STATEMENT OF INCOME

FOR THE YEAR ENDED MARCH 31, 2009

		2009		2008
SALES		$85,197,924		$80,964,604
Less: Provincial Health Tax	$15,027,697		$14,173,913	
Provincial Sales Tax	6,535,547		6,159,661	
Federal Goods & Services Tax	3,862,087	25,425,331	4,207,049	24,540,623
NET SALES		59,772,593		56,423,981
COST OF GOODS SOLD		34,790,215		32,575,965
GROSS PROFIT		24,982,378		23,848,016
EXPENSES				
Amortization	792,520		764,564	
Insurance and taxes	175,150		161,635	
Interest on long-term debt	279,653		298,612	
Leases - Note 3	763,221		777,646	
Other operating expenses	849,467		980,754	
Repairs and maintenance	597,840		545,049	
Salaries and benefits - Note 5	7,947,642		7,385,064	
Store and office expenses	349,023		316,882	
Travel	130,126		128,165	
Utilities	871,270	12,755,912	702,825	12,061,196
		12,226,466		11,786,820
OTHER INCOME		1,696,944		1,810,080
NET INCOME		$13,923,410		$13,596,900

(The accompanying notes are an integral part of these financial statements.)

STATEMENT 3

PRINCE EDWARD ISLAND LIQUOR CONTROL COMMISSION

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MARCH 31, 2009

Cash provided by (used for):	2009	2008
OPERATING ACTIVITIES		
Net income for the year	$13,923,410	$13,596,900
Amounts charged against income not requiring an outlay of cash:		
Amortization	792,520	764,564
	14,715,930	14,361,464
Changes in non-cash working capital:		
(Increase) in accounts receivable	(162,650)	(126,371)
Decrease (Increase) in inventories	38,156	(1,025,697)
(Increase) Decrease in prepaid expenses	(22,476)	28,075
Increase in accounts payable	123,624	809,738
Net cash provided by operating activities	14,692,584	14,047,209
FINANCING ACTIVITIES		
Cash payments to Provincial Treasury	(13,026,691)	(13,420,824)
Loans from Province	-	1,094,500
Debenture repayment	(761,456)	(807,908)
Net cash used for financing activities	(13,788,147)	(13,134,232)
INVESTING ACTIVITIES		
Acquisition of capital assets	(822,525)	(745,696)
Increase in cash	81,912	167,281
Cash at beginning of year	2,183,830	2,016,549
Cash at end of year	$ 2,265,742	$ 2,183,830

(The accompanying notes are an integral part of these financial statements.)

PRINCE EDWARD ISLAND LIQUOR CONTROL COMMISSION

NOTES TO FINANCIAL STATEMENTS

MARCH 31, 2009

1. Summary of significant accounting policies

(a) Capital Assets

Capital assets are stated at cost less accumulated amortization. Amortization of buildings, furniture and equipment and leasehold improvements are calculated on a straight-line basis at the rates indicated in Note 2.

(b) Inventory

Inventory is valued at the lower of first-in, first-out cost and net realizable value. Inventory cost includes the purchase cost and related freight, duty and excise taxes.

(c) Net Income

All net income of the Commission accrues directly to the Province. Transfers of net income are made to the Operating Fund on a continuing basis as excess cash becomes available.

(d) Financial Instruments

Financial instruments are comprised of cash, accounts receivable, accounts payable and accruals, due to the province, and debentures payable. Due to their nature, all financial instruments except debentures payable are considered to be carried at amounts which approximate their fair value. Debentures payable is recorded at amortized cost.

2. Capital Assets

		2009			2008
	Amortization Rate	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land		$ 85,537	$ -	$ 85,537	$ 85,537
Buildings	5%	5,343,756	3,342,235	2,001,521	2,072,332
Equipment	10 & 20%	1,740,598	1,445,478	295,120	321,959
Vehicles	30%	100,850	100,850	-	-
Leasehold Improvements	10%	4,907,125	3,567,382	1,339,743	1,716,571
Financial Information System	20 & 100%	2,907,108	1,986,134	920,974	416,491
		$15,084,974	$10,442,079	$4,642,895	$4,612,890

3. Contractual Obligations

The Prince Edward Island Liquor Control Commission leases 13 retail outlets. Future minimum lease payments are as follows:

Fiscal Years	Amount
2010	$ 630,264
2011	628,127
2012	628,127
2013	628,127
2014	536,733
2015-2018	1,027,450
	$ 4,078,828

4. Debentures Payable - Province of Prince Edward Island

	Balance March 31, 2009	Less Current Portion	Long-Term Liability
Kensington Repayable in equal annual installments of $49,143 including interest @ 6.70% per annum, maturing November 8, 2009.	$ 89,223	$ 89,223	$ -
North Rustico Repayable in equal annual installments of $38,936 including interest @ 6.79% per annum, maturing March 24, 2010.	36,460	36,460	-
Charlottetown (Oak Tree) Repayable in equal annual installments of $197,398 including interest @ 6.79% per annum, maturing March 24, 2010.	184,847	184,847	-
Cardigan Repayable in equal annual installments of $55,381 including interest @ 6.40% per annum, maturing February 16, 2011.	100,970	48,920	52,050
Summerside (Waterfront) Repayable in equal annual installments of $88,042 including interest @ 6.77% per annum, maturing July 18, 2011.	232,025	72,334	159,691

4. Debentures Payable - Province of Prince Edward Island (continued)

	Balance March 31, 2009	Less Current Portion	Long-Term Liability
Financial Information System Repayable in equal annual installments of $195,599 including interest @ 6.57% per annum, maturing March 28, 2012.	517,372	161,608	355,764
Wood Islands Repayable in equal annual installments of $33,052 including interest @ 5.85% per annum, maturing November 27, 2012.	139,795	51,202	88,593
Point of Sales System Repayable in equal annual installments of $221,583 including interest @ 4.62% per annum, maturing December 18, 2012.	969,500	361,751	607,749
Charlottetown (Queen Street) Repayable in equal annual installments of $60,016 including interest @ 5.61% per annum, maturing August 1, 2013.	255,514	45,682	209,832
Tignish Repayable in equal annual installments of $99,684 including interest @ 5.40% per annum, maturing January 9, 2014.	426,850	76,634	350,216
Charlottetown (Head Office) Repayable in equal annual installments of $38,889 including interest @ 5.02% per annum, maturing March 7, 2015.	197,263	28,987	168,276
Sherbrooke Repayable in equal annual installments of $38,493 including interest @ 4.81% per annum, maturing February 28, 2016.	224,281	27,706	196,575
West Royalty Repayable in equal annual installments of $64,156 including interest @ 4.81% per annum, maturing August 30, 2016.	417,859	44,057	373,802

4. Debentures Payable - Province of Prince Edward Island (continued)

	Balance March 31, 2009	Less Current Portion	Long-Term Liability
Souris Repayable in equal annual installments of $101,660 including interest @ 4.74% per annum, maturing March 30, 2017.	664,013	70,186	593,827
Charlottetown (Oak Tree) Repayable in equal annual installments of $16,409 including interest @ 5.28% per annum, maturing June 27, 2017.	115,191	10,327	104,864
	$4,571,163	$1,309,924	$3,261,239

The total principal repayment for the next five years is as follows:

2010	$1,309,924
2011	841,938
2012	833,275
2013	595,460
2014	370,420
Total	$3,951,017

5. Pension and Other Employee Benefits

Employees of the Prince Edward Island Liquor Control Commission are members of the Prince Edward Island Civil Service Superannuation Plan. Other employee benefits and the employer's share of the plan benefits plus any additional future actuarial liabilities are assumed by the Province of PEI and are not reflected in the Commission's financial statements.

CANADA

Printed by the Document Publishing Centre
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Photos: Multimedia Services
2009

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